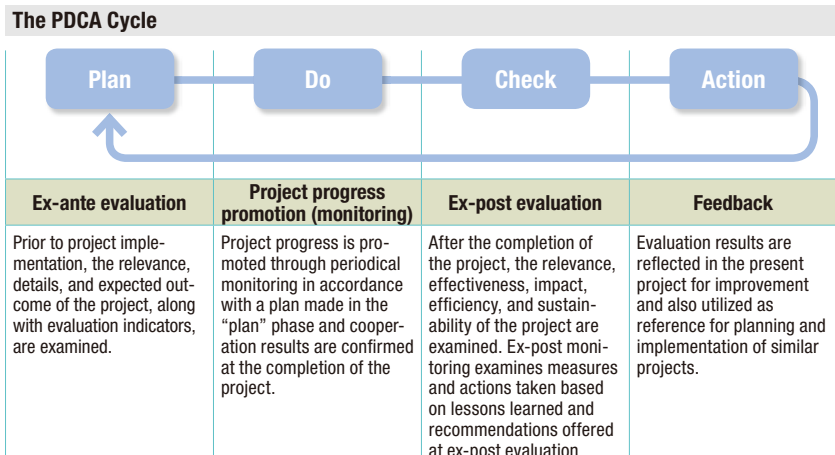


Operations Evaluation

JICA uses the plan-do-check-action (PDCA) cycle to conduct evaluations of all projects and programs, including Technical Cooperation, Loan Aid, and Grant Aid. JICA’s monitoring and evaluation utilize a common framework that encompasses the pre-implementation, implementation, post-implementation, and feedback stages, while reflecting on the features of each aid scheme, the assistance period and time frame for expected results.

By conducting evaluations along with the PDCA cycle, JICA aims to improve the development results of the operations.



● Characteristics of JICA’s Evaluations

1. Steps of Evaluation along the PDCA Cycle of a Project

[→ see the figure above]

2. Coherent Methodologies and Criteria for All Three Assistance Schemes

JICA aims to conduct evaluations and utilize the findings based on a consistent framework and a standardized evaluation methodology, while taking into consideration the characteristics of each assistance scheme.

For example, JICA conducts monitoring and evaluations based on the PDCA cycle, using the Criteria for Evaluating Development Assistance laid out by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) as an international ODA evaluation criteria. Also, evaluation results are published based on a rating system developed by JICA.

Evaluation Perspectives Using the DAC Criteria for Evaluating Development Assistance	
Relevance	Examines the extent to which the aid activity is suited to the priorities and policies of the target group, recipient, and donor. Does the goal of the aid activity meet the needs of beneficiaries? Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?
Effectiveness	Measures the extent to which a program or a project attains its objectives.
Impact	Examines positive and negative changes as a result of the project. This includes direct and indirect effects and expected and unexpected effects.
Efficiency	Measures the outputs in relation to the inputs to determine whether the aid uses the least costly resources possible to achieve the desired results.
Sustainability	Measures whether the benefits of the project are likely to continue after the closure of the project.

3. Cross-Sectional and Comprehensive Evaluation through a Thematic Evaluation

JICA conducts thematic evaluations, in which certain thematic issues, such as regions, sectors, and assistance modalities, are selected; the evaluations of those projects that fall in the same category are then comprehensively analyzed and examined.

Identification of common trends and issues often seen in certain thematic issues as well as comprehensive analysis, where a number of projects are compared to derive characteristics and good practices for each thematic issue, are parts of this process. Thematic evaluations are designed to provide recommendations and lessons relating to each theme. Furthermore, evaluations are also conducted for the purpose of developing evaluation methods themselves, like new evaluation modalities for cooperation programs.

4. Ensuring Objectivity and Transparency

JICA conducts external evaluations in the ex-post evaluations that require an objective verification of project implementation results. An external third-party makes evaluation judgments for projects over a certain size. In addition, results of ex-post evaluations are published on the JICA website to ensure the transparency of these evaluations.

Furthermore, as a framework to incorporate the perspectives of third parties in evaluations, advice on the evaluation framework, structure, and methods is provided by the Advisory Committee on Evaluation, comprising third-party experts.

5. Use of Evaluation Results and Assurance and Improvement of Evaluation Quality

The purpose of JICA’s project evaluations covers quality improvement of the “plan” and “do” phases of the PDCA cycle by using evaluation results of the “action” phase: the use of evaluation results or feedback. To achieve this, JICA continuously works on ensuring and improving its evaluation quality.

JICA utilizes recommendations, lessons learned and overall analysis and evaluations from thematic evaluations to assist establish JICA’s strategies for cooperation, including cooperation programs and the JICA Thematic Guidelines.

JICA will provide feedbacks on evaluation findings to recipient governments so that the findings can be incorporated in the projects, programs, and upstream policies, such as the development policies of the recipient governments.